

**THE JCS CONFERENCE ROOM:
“THE TANK”**



The JCS Conference Room, 1995

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In early 1942, the new US Joint Chiefs of Staff and US-British Combined Chiefs of Staff organizations moved into the US Public Health Building in Washington, DC, on Constitution Avenue between 19th and 20th Streets, NW. The building was soon redesignated the Combined Chiefs of Staff Building. Here the Joint Chiefs of Staff held their first formal meeting on 9 February 1942 in a conference room on the second floor (restored by the building's later occupant, the Interior Department, in 1992). They continued to use this room throughout World War II.

The conference room, or “presentation” room as it was initially called, soon became known as “The Tank.” A popular explanation of the origin of this nickname is that access to the entrance used by staff officers was down a flight of stairs through an arched portal, supposedly giving the impression of entering a tank.

The nickname survived the JCS Conference Room's moves to various locations. In January 1946 “The Tank” moved with the Joint Chiefs of Staff to the New War Department Building at 21st Street and Virginia Avenue, NW (later the US Department of State Building). In April 1947 the conference room moved with the Office of the Joint Chiefs of Staff to the Pentagon, where it has occupied several locations on the second floor. From April 1947 until October 1949 it was located on corridor 2 in the D ring. The JCS Conference Room then moved to corridor 9 in the C ring. Since August 1957 “The Tank” has been on corridor 9 in the E ring. In addition to the Joint Chiefs of Staff, the Operations Deputies and the Deputy Operations Deputies meet there.



George C. Marshall Research Library

The Combined Chiefs of Staff meet in the original JCS Conference Room, 23 October 1942.



The Joint Chiefs of Staff commemorate the fiftieth anniversary of the JCS by meeting in the restored JCS Conference Room at the Department of the Interior, 10 February 1992.

**THE FLAG OF THE
CHAIRMAN OF THE
JOINT CHIEFS OF STAFF**



The Flag of the Chairman of the Joint Chiefs of Staff

THE FLAG OF THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Soon after General Omar N. Bradley took office as the first Chairman of the Joint Chiefs of Staff in August 1949, Secretary of Defense Louis Johnson asked the Secretary of the Army to prepare designs for a distinguishing flag for the Chairman. The Heraldic Branch of the Army Quartermaster General's Office (later the US Army Institute of Heraldry) drew up two designs, which the Secretary of the Army submitted to Secretary Johnson on 17 November. On 6 December Johnson approved the design preferred by General Bradley and requested that the Secretary of the Army provide the Chairman with such a flag.

The Manufacturing Division of the Philadelphia Quartermaster Depot made the flag, and it was delivered to General Bradley on 19 January 1950 and displayed in his office for the first time on 26 January. He also received a flag made of bunting for field use, small boat and automobile flags, and the flag reproduced on aluminum plates for use on aircraft.

The flag of the Chairman of the Joint Chiefs of Staff is of medium blue and white silk (the colors of the flags of the Secretary and Deputy Secretary of Defense, respectively) divided diagonally from upper hoist to lower fly, blue above and white below. The central design consists of an American eagle with wings spread horizontally.

On the eagle's chest is a shield consisting of thirteen stripes, seven white and six red, representing the thirteen original colonies, with blue in chief (the upper part of the field), representing Congress joining the colonies into unity. The eagle, facing the pike, the point of honor in heraldry, holds three crossed

gold arrows in its talons, representing the Army, Navy, and Air Force.

The position of the Chairman of the Joint Chiefs of Staff is indicated by four stars, each with one point upward, placed on a diagonal line from upper fly to lower hoist, two to each side of the eagle. The stars on the blue field are white; those on the white field are blue. The placement of the stars on a diagonal line is intended to be representative of all three services. In Army and Air Force flags, stars are placed in a horizontal center line, while in the Navy a vertical center line is used for two stars, an imaginary triangle for three stars, and an imaginary lozenge for four stars.

The eagle and stars of the Chairman's flag are hand-embroidered, and three edges of the flag are trimmed with knotted fringe of

yellow silk. In addition, the flag has a cord and tassels of medium blue and white silk strands attached below the spearhead of the pike. The Chairman's flag is displayed in his office and carried in honors ceremonies when he is present.

In September 1950, when General Bradley was promoted to five-star rank, the Secretary of the Army asked whether an additional flag should be designed for use when the Chairman was a five-star officer. General Bradley did not think an additional flag was needed. He believed that the flag represented the position, not the rank of the individual occupant, and should not be changed to show the rank of the incumbent. The Secretary of Defense acceded to General Bradley's wishes and a five-star Chairman's flag was not designed.

THE JOINT CHIEFS OF STAFF IDENTIFICATION BADGE



The Joint Chiefs of Staff Identification Badge

THE JOINT CHIEFS OF STAFF IDENTIFICATION BADGE

Until 1963 the Joint Chiefs of Staff had no unique seal, emblem, or other identification device. From March 1949, personnel serving on a full-time duty status in the Organization of the Joint Chiefs of Staff (OJCS) and associated boards and staffs were authorized to wear the National Military Establishment Identification Badge (subsequently renamed the Department of Defense Identification Badge). Military personnel assigned to the OJCS wore the DOD Identification Badge until January 1961, when Secretary of Defense Thomas S. Gates suspended further issuance of the badge.

On 5 February 1962, Lieutenant General Earle G. Wheeler, who was just completing his tour of duty as Director of the Joint Staff, wrote to the Assistant Secretary of Defense for Manpower on the matter of the identification badge. Wheeler favored reinstitution of the badge or a similar device for military personnel on the Joint Staff. In December 1962 when Deputy Secretary of Defense Roswell Gilpatric reinstated the DOD Identification Badge as the Office of the Secretary of Defense Identification Badge but limited its issuance to individuals assigned to OSD, he informed the Director of the Joint Staff that he did not object to institution of a similar device for Joint Staff personnel.

After the Personnel Directorate of the Joint Staff recommended adoption of a JCS identification badge, the US Army Institute of Heraldry designed an appropriate device. On 2 April 1963 the Joint Chiefs of Staff approved the establishment of the Joint Chiefs of Staff Identification Badge and on 3 April issued JCS Memorandum of Policy (MOP) 142 authorizing award of the

badge to members of the Armed Forces assigned to the OJCS. Subsequently, the criteria were expanded to include military personnel assigned to agencies in direct support of the OJCS and later the Joint Staff. Over the years, the JCS Identification Badge has been used as the seal of the Joint Chiefs of Staff although no official action has ever designated it as such.

The design features, within an oval silver metal wreath of laurel two and one-half inches in height and two inches in width overall, the shield of the United States. The chief (the upper one-third of the shield) in blue enamel and the base (the lower two-thirds of the shield) of thirteen stripes in alternating white and red enamel are superimposed on four gold metal unsheathed swords, two in pale

(vertical) and two in saltire (crossed). The points and pommels of the swords are resting on the wreath; the blades and grips are entwined with a gold metal continuous scroll surrounding the shield with the word "Joint" at the top and the words "Chiefs of Staff" at the bottom, all in blue enamel letters.

The symbolism of the badge includes the laurel for achievement, courage, and victory and the four unsheathed swords for the armed might of the Army, Navy, Air Force, and Marine Corps and their combined constant vigilance and readiness in the defense of the United States. Patented on 1 December 1964 (Patent No. Des. 199,678), the JCS Identification Badge appears on the covers of all JCS publications, plans, and official files.

**QUARTERS SIX:
THE CHAIRMAN'S RESIDENCE**



Quarters Six, Fort Myer, Virginia

QUARTERS SIX: THE CHAIRMAN'S RESIDENCE

Quarters Six, the Fort Myer, Virginia, residence of the Chairman of the Joint Chiefs of Staff, was constructed in 1908, the same year that Orville Wright made the world's first military test flight at Fort Myer. It was built from standard plan 120-H, designed by the Office of the Army's Quartermaster General in Washington, DC.

The 120 plan series, issued in 1898, was based on standard plans designed in the 1870s under Quartermaster General Montgomery Meigs. A distinguished engineer officer and an able administrator, Meigs designed many of the public structures in the Washington, DC area. His efforts to improve the efficiency of his department included the introduction of standardized plans for the various types of buildings built for the Army.

The 120 series of plans for family housing was widely used during the major building boom that started at Fort Myer after it became a permanent post in 1896. At that time Fort Myer was not only a bustling Signal Corps center but also a cavalry station. The spurt in construction gathered even more momentum after Secretary of War Elihu Root's reorganization of the expanded Army at the beginning of the twentieth century. The plan variation known as 120-H was issued in 1907 toward the end of this period of expansion. The dwellings built to this plan rose at the heart of Fort Myer. Their brick facades stand on granite block foundations and are representative of officers' quarters built on numerous military posts during this period.

Quarters Six, consisting of three stories and a basement, was originally built as a duplex. It was the largest building among the stately homes of



The sun room.

Officers' Row. Housing two junior officers and their families, the neo-Federal style building had eleven rooms and cost \$19,202 to build. It was among the first homes at Myer to be built with provision for electrical lighting, although installation of indoor plumbing was still three years away.

The design of the house reflects an architectural transition from the complicated and elaborate forms and features of Victorian residential construction to the simpler, more classical character of the Colonial Revival. The decorative wooden porch and the use of stone below the water table are characteristic of the former, while the plain windows and pedimented facade are characteristic of the latter.

In 1960 planning began for conversion of the duplex into a single residence for the

Chairman of the Joint Chiefs of Staff. The Chief of Staff of the Army and the Chief of Naval Operations had long had official residences, and in June 1960 an official home had been designated for the Chief of Staff of the Air Force. There was, however, no specific set of quarters set aside for the Chairman. During congressional consideration of the proposal for official quarters for the Air Force Chief, Senator John Stennis asked if there were plans for permanent quarters for the Chairman. President Dwight D. Eisenhower called the Army Chief of Staff, General Lyman Lemnitzer, whom he had selected to be the next Chairman, to the White House to discuss the matter. As the Chairman, Lemnitzer would have had the prerogative of remaining at Quarters One at Fort Myer, the official



The dining room, with the table set for an official dinner.



The living room.



The view of the Washington Mall from Quarters Six.

residence of the Chief of Staff of the Army, as General Omar Bradley, another former Army Chief, had done during his tenure as Chairman. However, the President wished Quarters One to be available for the new Army Chief of Staff. He asked Lemnitzer to arrange for a permanent residence for the Chairman.

In September 1960 the Army reviewed quarters at Fort Myer that might be suitable for conversion into permanent housing for the Chairman. General Lemnitzer selected Quarters Six, which was a few doors from Quarters One and next door to Quarters Seven, recently designated as the official residence of the Air Force Chief of Staff. The projected cost of converting the duplex to a single dwelling was \$75,000. Secretary of the Army Wilber M. Brucker recommended Quarters Six's conversion to Secretary of Defense Thomas S. Gates, Jr., and both Secretary Gates and President Eisenhower approved the choice.

Renovation of the house began in early 1961. The project included major exterior and

interior changes and new mechanical and electric systems. Among the additions were a sun room and a carport. The final cost of the renovation was \$105,487. As remodeled, the house has 7,365 square feet of living space. General Lemnitzer and his wife moved into Quarters Six in early January 1962 and remained until his service as Chairman ended.

Since then, each Chairman has resided in Quarters Six with his family during his tenure. The first floor is used for official entertaining, while the family quarters are on the second and third floors.

On Grant Avenue on a bluff looking north across the Potomac River, the house faces the flagpole on Whipple Field and has a panoramic view of the monuments along the Washington Mall. As part of Generals' Row, Quarters Six became part of the Fort Myer National Historic District on 28 November 1972.

APPENDICES

APPENDIX 1

Extracts of Public Law 81–216, 10 August 1949 National Security Act Amendments of 1949

Section 211 of the National Security Act of 1947 is amended to read as follows:

Sec. 211. (a) There is hereby established within the Department of Defense the Joint Chiefs of Staff, which shall consist of the Chairman, who shall be the presiding officer thereof but who shall have no vote; the Chief of Staff, United States Army; the Chief of Naval Operations; and the Chief of Staff, United States Air Force. The Joint Chiefs of Staff shall be the principal military advisers to the President, the National Security Council, and the Secretary of Defense.

(b) Subject to the authority and direction of the President and the Secretary of Defense, the Joint Chiefs of Staff shall perform the following duties, in addition to such other duties as the President or the Secretary of Defense may direct:

- (1) preparation of strategic plans and provision for the strategic direction of the military forces;
- (2) preparation of joint logistic plans and assignment to the military services of logistic responsibilities in accordance with such plans;
- (3) establishment of unified commands in strategic areas;
- (4) review of major material and personnel requirements of the military forces in accordance with strategic and logistic plans;
- (5) formulation of policies for joint training of the military forces;
- (6) formulation of policies for coordinating the military education of members of the military forces; and
- (7) providing United States representation on the Military Staff Committee of the United Nations in accordance with the provisions of the Charter of the United Nations.

(c) The Chairman of the Joint Chiefs of Staff (hereinafter referred to as the 'Chairman') shall be appointed by the President, by and with the advice and consent of the Senate, from among the Regular officers of the armed services to

serve at the pleasure of the President for a term of two years and shall be eligible for one reappointment, by and with the advice and consent of the Senate, except in time of war hereafter declared by the Congress when there shall be no limitation on the number of such reappointments. The Chairman shall receive the basic pay and basic and personal money allowances prescribed by law for the Chief of Staff, United States Army, and such special pays and hazardous duty pays to which he may be entitled under other provisions of law.

(d) The Chairman, if in the grade of general, shall be additional to the number of officers in the grade of general provided in the third proviso of section 504(b) of the Officer Personnel Act of 1947 (Public Law 381, Eightieth Congress) or, if in the rank of admiral, shall be additional to the number of officers having the rank of admiral provided in section 413(a) of such Act. While holding such office he shall take precedence over all other officers of the armed services: *Provided*, That the Chairman shall not exercise military command over the Joint Chiefs of Staff or over any of the military services.

(e) In addition to participating as a member of the Joint Chiefs of Staff in the performance of the duties assigned in subsection (b) of this section, the Chairman shall, subject to the authority and direction of the President and the Secretary of Defense, perform the following duties:

- (1) serve as the presiding officer of the Joint Chiefs of Staff;
- (2) provide agenda for meetings of the Joint Chiefs of Staff and assist the Joint Chiefs of Staff to prosecute their business as promptly as practicable; and
- (3) inform the Secretary of Defense and, when appropriate as determined by the President or the Secretary of Defense, the President, of those issues upon which agreement among the Joint Chiefs of Staff has not been reached.

APPENDIX 2

Extracts of Public Law 99–433, 1 October 1986
Goldwater-Nichols Department of Defense
Reorganization Act of 1986

CHAPTER 5 — JOINT CHIEFS OF STAFF

Sec.

- 151. Joint Chiefs of Staff: composition; functions.
 - 152. Chairman: appointment; grade and rank.
 - 153. Chairman: functions.
 - 154. Vice Chairman.
 - 155. Joint Staff.
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Sec. 151. Joint Chiefs of Staff: composition; functions

(a) Composition.—There are in the Department of Defense the Joint Chiefs of Staff, headed by the Chairman of the Joint Chiefs of Staff. The Joint Chiefs of Staff consist of the following:

- (1) The Chairman.*
- (2) The Chief of Staff of the Army.
- (3) The Chief of Naval Operations.
- (4) The Chief of Staff of the Air Force.
- (5) The Commandant of the Marine Corps.

(b) Function as military advisers.—(1) The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense.

(2) The other members of the Joint Chiefs of Staff are military advisers to the President, the National Security Council, and the Secretary of Defense as specified in subsections (d) and (e).

* 1992 Amendment (Public Law 102-484, 23 October 1992) added sub-paragraph “(2) The Vice Chairman;” the following sub-paragraphs were re-numbered.

(c) Consultation by Chairman.—(1) In carrying out his functions, duties, and responsibilities, the Chairman shall, as he considers appropriate, consult with and seek the advice of—

(A) the other members of the Joint Chiefs of Staff; and

(B) the commanders of the unified and specified combatant commands.

(2) Subject to subsection (d), in presenting advice with respect to any matter to the President, the National Security Council, or the Secretary of Defense, the Chairman shall, as he considers appropriate, inform the President, the National Security Council, or the Secretary of Defense, as the case may be, of the range of military advice and opinion with respect to that matter.

(d) Advice and opinions of members other than Chairman.—(1) A member of the Joint Chiefs of Staff (other than the Chairman) may submit to the Chairman advice or an opinion in disagreement with, or advice or an opinion in addition to, the advice presented by the Chairman to the President, the National Security Council, or the Secretary of Defense. If a member submits such advice or opinion, the Chairman shall present the advice or opinion of such member at the same time he presents his own advice to the President, the National Security Council, or the Secretary of Defense, as the case may be.

(2) The Chairman shall establish procedures to ensure that the presentation of his own advice to the President, the National Security Council, or the Secretary of Defense is not unduly delayed by reason of the submission of the individual advice or opinion of another member of the Joint Chiefs of Staff.

(e) Advice on request.—The members of the Joint Chiefs of Staff, individually or collectively, in their capacity as military advisers, shall provide advice to the President, the National Security Council, or the Secretary of Defense on a particular matter when the President, the National Security Council, or the Secretary requests such advice.

(f) Recommendations to Congress.—After first informing the Secretary of Defense, a member of the Joint Chiefs of Staff may make such recommendations to Congress relating to the Department of Defense as he considers appropriate.

(g) Meetings of JCS.—(1) The Chairman shall convene regular meetings of the Joint Chiefs of Staff.

(2) Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman shall—

(A) preside over the Joint Chiefs of Staff;

(B) provide agenda for the meetings of the Joint Chiefs of Staff (including, as the Chairman considers appropriate, any subject for the agenda recommended by any other member of the Joint Chiefs of Staff);

(C) assist the Joint Chiefs of Staff in carrying on their business as promptly as practicable; and

(D) determine when issues under consideration by the Joint Chiefs of Staff shall be decided.

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Sec. 152. Chairman: appointment; grade and rank **

(a) Appointment; term of office.—(1) There is a Chairman of the Joint Chiefs of Staff, appointed by the President, by and with the advice and consent of the Senate, from the officers of the regular components of the armed forces. The Chairman serves at the pleasure of the President for a term of two years, beginning on October 1 of odd-numbered years. Subject to paragraph (3), an officer serving as Chairman may be reappointed in the same manner for two additional terms. However, in time of war there is no limit on the number of reappointments.

(2) In the event of the death, retirement, resignation, or reassignment of the officer serving as Chairman before the end of the term for which the officer was appointed, an officer appointed to fill the vacancy shall serve as Chairman only for the remainder of the original term, but may be reappointed as provided in paragraph (1).

(3) An officer may not serve as Chairman or Vice Chairman of the Joint Chiefs of Staff if the combined period of service of such officer in such positions exceeds six years. However, the President may extend to eight years the combined period of service an officer may serve in such positions if he determines such action is in the national interest. The limitations of this paragraph do not apply in time of war.

(b) Requirement for appointment.—(1) The President may appoint an officer as Chairman of the Joint Chiefs of Staff only if the officer has served as—

(A) the Vice Chairman of the Joint Chiefs of Staff;

(B) the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, or the Commandant of the Marine Corps; or

(C) the commander of a unified or specified combatant command.

(2) The President may waive paragraph (1) in case of an officer if the President determines such action is necessary in the national interest.

(c) Grade and Rank.—The Chairman, while so serving, holds the grade of general or, in the case of an officer of the Navy, admiral and outranks all other officers of the armed forces. However, he may not exercise military command over the Joint Chiefs of Staff or any of the armed forces.

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Sec 153. Chairman: functions

(a) Planning; advice; policy formulation.—Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff shall be responsible for the following:

** 1987 Amendment (Public Law 100-180, 4 December 1982) substituted “grade and rank” for “rank.”

(1) Strategic direction. Assisting the President and the Secretary of Defense in providing for the strategic direction of the armed forces.

(2) Strategic planning.—(A) Preparing strategic plans, including plans which conform with resource levels projected by the Secretary of Defense to be available for the period of time for which the plans are to be effective.

(B) Preparing joint logistic and mobility plans to support those strategic plans and recommending the assignment of logistic and mobility responsibilities to the armed forces in accordance with those logistic and mobility plans.

(C) Performing net assessments to determine the capabilities of the armed forces of the United States and its allies as compared with those of their potential adversaries.

(3) Contingency planning; preparedness.—(A) Providing for the preparation and review of contingency plans which conform to policy guidance from the President and the Secretary of Defense.

(B) Preparing joint logistic and mobility plans to support those contingency plans and recommending the assignment of logistic and mobility responsibilities to the armed forces in accordance with those logistic and mobility plans.

(C) Advising the Secretary on critical deficiencies and strengths in force capabilities (including manpower, logistic, and mobility support) identified during the preparation and review of contingency plans and assessing the effect of such deficiencies and strengths on meeting national security objectives and policy and on strategic plans.

(D) Establishing and maintaining, after consultation with the commanders of the unified and specified combatant commands, a uniform system of evaluating the preparedness of each such command to carry out missions assigned to the command.

(4) Advice on requirements, programs, and budget.—(A) Advising the Secretary, under section 163(b)(2) of this title, on the priorities of the requirements identified by the commanders of the unified and specified combatant commands.

(B) Advising the Secretary on the extent to which the program recommendations and budget proposals of the military departments and other components of the Department of Defense for a fiscal year conform with the priorities established in strategic plans and with the priorities established for the requirements of the unified and specified combatant commands.

(C) Submitting to the Secretary alternative program recommendations and budget proposals, within projected resource levels and guidance provided by the Secretary, in order to achieve greater conformance with the priorities referred to in clause (B).

(D) Recommending to the Secretary, in accordance with section 166 of this title, a budget proposal for activities of each unified and specified combatant command.

(E) Advising the Secretary on the extent to which the major programs and policies of the armed forces in the area of manpower conform with strategic plans.

(F) Assessing military requirements for defense acquisition programs.

(5) **Doctrine, training, and education.**—(A) Developing doctrine for the joint employment of the armed forces.

(B) Formulating policies for the joint training of the armed forces.

(C) Formulating policies for coordinating the military education and training of members of the armed forces.

(6) **Other matters.**—(A) providing for representation of the United States on the Military Staff Committee of the United Nations in accordance with the Charter of the United Nations.

(B) Performing such other duties as may be prescribed by law or by the President or the Secretary of Defense.***

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Sec. 154. Vice Chairman

(a) **Appointment.**—(1) There is a Vice Chairman of the Joint Chiefs of Staff, appointed by the President, by and with the advice and consent of the Senate, from the officers of the regular components of the armed forces.

(2) The Chairman and Vice Chairman may not be members of the same armed force. However, the President may waive the restriction in the preceding sentence for a limited period of time in order to provide for the orderly transition of officers appointed to serve in the positions of Chairman and Vice Chairman.

(3) The Vice Chairman serves at the pleasure of the President for a term of two years and may be reappointed in the same manner for two additional terms. However, in time of war there is no limit on the number of reappointments.

(b) **Requirement for appointment.**—(1) The President may appoint an officer as Vice Chairman of the Joint Chiefs of Staff only if the officer—

(A) has the joint specialty under section 661 of this title; and

(B) has served in at least one joint duty assignment . . . as a general or flag officer. ****

(2) **The President may waive paragraph—(1)** in the case of an officer if the President determines such action is necessary in the national interest.

*** Additional legislation in 1986 (Public Law 99-433, 1 October 1986) added a section (b) requiring a report on assignment of roles and missions.

**** 1988 Amendment (Public Law 100-456, 29 September 1988) substituted “completed a full tour of duty in a joint duty assignment (as defined in section 664(f) of this title)” for “served in at least one joint duty assignment (as defined under section 668(b) of this title).”

(c) Duties.—The Vice Chairman performs such duties as may be prescribed by the Chairman with the approval of the Secretary of Defense. *****

(d) Function as acting Chairman.—When there is a vacancy in the office of Chairman or in the absence or disability of the Chairman, the Vice Chairman acts as Chairman and performs the duties of the Chairman until a successor is appointed or the absence or disability ceases.

(e) Succession after Chairman and Vice Chairman.—When there is a vacancy in the offices of both Chairman and Vice Chairman, or when there is a vacancy in one such office and in the absence or disability of the officer holding the other, the President shall designate a member of the Joint Chiefs of Staff to act as and perform the duties of the Chairman until a successor to the Chairman or Vice Chairman is appointed or the absence or disability of the Chairman or Vice Chairman ceases.

(f) Participation in JCS meetings.—The Vice Chairman may participate in all meetings of the Joint Chiefs of Staff, but may not vote on a matter before the Joint Chiefs of Staff except when acting as Chairman. *****

(g) Grade and rank.—The Vice Chairman, while so serving, holds the grade of general or, in the case of an officer of the Navy, admiral and outranks all other officers of the armed forces except the Chairman. The Vice Chairman may not exercise military command over the Joint Chiefs of Staff or any of the armed forces.

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Sec. 203. Participation in the National Security Council meetings

Section 101 of the National Security Act of 1947 (50 U.S.C. 402) is amended by adding at the end the following new subsection:

(e) The Chairman (or in his absence the Vice Chairman) of the Joint Chiefs of Staff may, in his role as principal military adviser to the National Security Council and subject to the direction of the President, attend and participate in meetings of the National Security Council.

***** 1992 Amendment changed this section to read “Duties.—The Vice Chairman performs the duties prescribed for him as a member of the Joint Chiefs of Staff and such other duties as may be prescribed by the Chairman with the approval of the Secretary of Defense.”

***** 1992 Amendment struck this subsection which prohibited the Vice Chairman from voting except when acting as Chairman and redesignated subsection (g) as subsection (f).

APPENDIX 3

Chronological Listing of Presidents of the United States, Secretaries of Defense, and Chairmen of the Joint Chiefs of Staff

President	Secretary of Defense	Chairman, JCS
Harry S Truman 12 Apr 45–20 Jan 53	James V. Forrestal 17 Sep 47–27 Mar 49 Louis A. Johnson 28 Mar 49–19 Sep 50 George C. Marshall 21 Sep 50–12 Sep 51 Robert A. Lovett 17 Sep 51–20 Jan 53	Gen. of the Army Omar N. Bradley, USA 16 Aug 49–
Dwight D. Eisenhower 20 Jan 53–20 Jan 61	Charles E. Wilson 28 Jan 53–8 Oct 57 Neil H. McElroy 09 Oct 57–01 Dec 59 Thomas S. Gates, Jr. 02 Dec 59–20 Jan 61	Gen. of the Army Omar N. Bradley, USA –15 Aug 53 Adm. Arthur W. Radford, USN 15 Aug 53–15 Aug 57 Gen. Nathan F. Twining, USAF 15 Aug 57–30 Sep 60 Gen. Lyman L. Lemnitzer, USA 01 Oct 60–
John F. Kennedy 20 Jan 61–22 Nov 63	Robert S. McNamara 21 Jan 61–	Gen. Lyman L. Lemnitzer, USA –30 Sep 62 Gen. Maxwell D. Taylor, USA 01 Oct 62–

President	Secretary of Defense	Chairman, JCS
Lyndon B. Johnson 22 Nov 63–20 Jan 69	Robert S. McNamara –29 Feb 68 Clark M. Clifford 01 Mar 68–20 Jan 69	Gen. Maxwell D. Taylor, USA –01 Jul 64 Gen. Earle G. Wheeler, USA 03 Jul 64–
Richard M. Nixon 20 Jan 69–09 Aug 74	Melvin R. Laird 22 Jan 69–29 Jan 73 Elliot L. Richardson 30 Jan 73–24 May 73 James R. Schlesinger 02 Jul 73–	Gen. Earle G. Wheeler, USA –02 Jul 70 Adm. Thomas H. Moorer, USN 02 Jul 70–01 Jul 74 Gen. George S. Brown, USAF 01 Jul 74–
Gerald R. Ford 09 Aug 74–20 Jan 77	James R. Schlesinger –19 Nov 75 Donald H. Rumsfeld 20 Nov 75–20 Jan 77	Gen. George S. Brown, USAF
Jimmy Carter 20 Jan 77–20 Jan 81	Harold Brown 21 Jan 77–20 Jan 81	Gen. George S. Brown, USAF –20 Jun 78 Gen. David C. Jones, USAF 21 Jun 78–
Ronald W. Reagan 20 Jan 81–20 Jan 89	Caspar W. Weinberger 21 Jan 81–23 Nov 87 Frank C. Carlucci 23 Nov 87–20 Jan 89	Gen. David C. Jones, USAF –18 Jun 82 Gen. John W. Vessey, Jr., USA 18 Jun 82–30 Sep 85 Adm. William J. Crowe, Jr., USN 01 Oct 85–
George H. W. Bush 20 Jan 89–20 Jan 93	Dick Cheney 21 Mar 89–20 Jan 93	Adm. William J. Crowe, Jr., USN –30 Sep 89 Gen. Colin L. Powell, USA 01 Oct 89–
William J. Clinton 20 Jan 93–	Les Aspin 20 Jan 93–3 Feb 94 William J. Perry 3 Feb 94–	Gen. Colin L. Powell, USA –30 Sep 93 Gen. John M. Shalikashvili, USA 25 Oct 93*–

* Admiral David E. Jeremiah, the Vice Chairman of the Joint Chiefs of Staff, served as Acting Chairman of the Joint Chiefs of Staff from 1 to 24 October 93.

NOTES

¹ For a more detailed account of the establishment of the Joint Chiefs of Staff, see JCS Hist. Div., *Organizational Development of the Joint Chiefs of Staff, 1942–1987* (1988), pp. 1–4.

² General George C. Marshall as quoted extensively in Forrest C. Pogue, *George C. Marshall: Ordeal and Hope, 1939–1942* (1965), pp. 298–300. William D. Leahy, *I Was There: The Personal Story of the Chief of Staff to Presidents Roosevelt and Truman Based on His Notes and Diaries Made at the Time* (1950), p. 96.

³ *Marshall*, p. 298.

⁴ *Ibid.*, pp. 298–300. Leahy, *I Was There*, pp. 96–99.

⁵ Leahy, *I Was There*, p. 101.

⁶ *Marshall*, p. 300.

⁷ For a more detailed account of the debate over unification and the passage of the National Security Act of 1947, see JCS Hist. Div., *Organizational Development of the Joint Chiefs of Staff, 1942–1987* (1988), pp. 13–21.

⁸ National Security Act of 1947, PL 80-253, 26 Jul 47.

⁹ National Military Establishment, *First Annual Report of the Secretary of Defense* (1948), pp. 3–4.

¹⁰ Ltr, SecDef to Pres Truman, 9 Nov 48, OSD Files.

¹¹ *NY Times*, 12 Feb 49, p. 1.

¹² Notes and Agendas of JCS mtgs, 24 Jan, 18 Feb, 23 Feb, 2 Mar, 3 Mar, 11 Mar, 15 Mar, 13 May, and 25 May 49, JCS Secretariat File, Decisions—JCS, 28 May 47, Dec 49. Robert H. Ferrell (ed.), *The Eisenhower Diaries* (1981), pp. 154, 157–159. GEN Bradley's Desk Calendar, 7–12 Apr 49, Spec. Collections, West Point Library. Memo, GEN Gruenther to GEN Eisenhower, 28 Mar 50, Eisenhower Manuscripts, Eisenhower Library.

¹³ Omar N. Bradley and Clay Blair, *A General's Life* (1983), pp. 497–501.

¹⁴ Rpt, Committee on National Security Organization (Eberstadt Task Force) of the Commission on Organization of the Executive Branch of the Government, 15 Nov 48. Also see Walter Millis (ed.), *The Forrestal Diaries* (1951), pp. 324, 433.

¹⁵ Rpt to Congress on National Security Organization, Commission on Organization of the Executive Branch of the Government, 15 Feb 49.

¹⁶ Presidential Message to Congress, 5 Mar 49, *Public Papers of the Presidents: Harry S Truman, 1949* (1964), pp. 163–166.

¹⁷ As a five-star admiral, Admiral Leahy did not retire.

¹⁸ Navy Dept. Orders, SecNav to ADM Leahy, 21 Mar 49, reproduced in Leahy, *I Was There*, p. 484. *NY Times*, 20 Mar 49, p. 8. Upon the resignation of Leahy, Mr. Sidney Souers, Executive Secretary of the National Security Council, took over the responsibility of liaison between the White House and the armed services.

¹⁹ Hrgs, *National Security Act Amendments of 1949*, S. Com on Armed Services, 81st Cong, 1st sess, 1949, pp. 1–6.

²⁰ *Ibid.*, pp. 10, 14–15, 22.

²¹ *Ibid.*, pp. 108–125. Memo, JCS to SecDef, “National Security Act Amendments of 1949,” 25 Mar 49, CCS 040 (11-2-43) sec 6.

²² “National Security Act Amendments of 1949,” S. Rpt 81-306, 81st Cong, 1st sess, 12 May 49.

²³ *Cong. Record*, vol. 95, pt 5, 26 May 49, p. 6879; vol. 95, pt 7, 14 Jul 49, p. 9526.

²⁴ *Cong. Record*, vol. 95, pt 8, 2 Aug 49, pp. 10500–10600. PL 81-216, 10 Aug 49. For the exact language of the National Security Act Amendments establishing the position of Chairman of the Joint Chiefs of Staff, see Appendix 1.

²⁵ DAGen Orders No. 37, 16 Aug 49. *NY Times*, 12 Aug 49, p. 1.

²⁶ For detailed coverage of the “revolt of the admirals,” see Kenneth W. Condit, *The History of the Joint Chiefs of Staff: The Joint Chiefs of Staff and National Policy*, vol. II, 1947–1949 (1978), pp. 311–343, and Steven L. Rearden, *History of the Office of the Secretary of Defense*, vol. I, *The Formative Years, 1947–1950* (1984), pp. 410–422.

²⁷ Hrgs, *The National Defense Program—Unification and Strategy*, H. Com on Armed Services, 81st Cong, 1st sess, Oct 49, pp. 535–536.

²⁸ Maxwell D. Taylor, “Reflections on the American Military Establishment,” in Paul R. Schratz (ed.), *Evolution of the American Military Establishment since World War II* (1978), p. 11. Maxwell D. Taylor, *The Uncertain Trumpet* (1959), p. 110.

²⁹ Bradley testimony, Hrgs, *Military Situation in the Far East*, S. Com on Armed Services and S. Com on Foreign Relations, 82d Cong, 1st sess, May 51, p. 1067.

³⁰ Stephen Jurika, Jr., (ed.), *From Pearl Harbor to Vietnam: The Memoirs of Admiral Arthur W. Radford* (1980), p. 323.

³¹ Bradley testimony, Hrgs, *Military Situation in the Far East*, S. Com on Armed Services and S. Com on Foreign Relations, 82d Cong, 1st sess, May 51, p. 1067.

³² Private Law 81-957, 18 Sep 50.

³³ Jurika (ed.), *The Memoirs of Admiral Radford*, p. 304.

³⁴ *Ibid.*, p. 323.

³⁵ Presidential Message, 30 Apr 53, *Public Papers of the Presidents: Dwight D. Eisenhower, 1953* (1960), pp. 225–228. JCS Hist. Div., *Organizational Development of the Joint Chiefs of Staff, 1942–1987* (1988), pp. 35–41.

³⁶ Taylor, *Uncertain Trumpet*, p. 110. Matthew B. Ridgway, *Soldier, The Memoirs of Matthew B. Ridgway* (1956), pp. 286–292. Paul Y. Hammond, *Organizing for Defense: The American Military Establishment in the Twentieth Century* (1961), pp. 351–353.

³⁷ Taylor, *Uncertain Trumpet*, p. 106. Hammond, *Organizing for Defense*, pp. 351–352.

³⁸ Taylor, *Uncertain Trumpet*, p. 110. Hammond, *Organizing for Defense*, p. 352. *Washington Post*, 30 Mar 82, p. C6.

³⁹ “State of the Union Message,” 9 Jan 58, *Public Papers of the Presidents: Dwight D. Eisenhower, 1958* (1959), pp. 2–15.

⁴⁰ “Special Message on Reorganization,” 3 Apr 58, *Public Papers: Eisenhower, 1958*, pp. 274–290.

⁴¹ Hrgs, *Reorganization of the Department of Defense*, H. Com on Armed Services, 85th Cong, 2d sess, 1958, pp. 6176–6177.

⁴² 72 Stat. 514.

⁴³ NSAM 55, President to CJCS, 28 Jun 61.

⁴⁴ Maxwell D. Taylor, *Swords and Plowshares* (1972), pp. 196–198.

⁴⁵ CM-735-62 to SecDef, 14 Jun 62. CM-560-62 to JCS, 23 Feb 62.

⁴⁶ Speech, GEN Lemnitzer to Nat'l Security Industrial Assoc., 27 Sep 62, JCS Hist. Div. Files.

⁴⁷ Taylor, *Swords and Plowshares*, pp. 252, 259.

⁴⁸ Ibid., pp. 266–269. Taylor, "Reflections on the American Military Establishment," in Schratz, *Evolution of the American Military Establishment since World War II*, pp. 17–18. Benjamin C. Bradlee, *Conversations with Kennedy* (1975), p. 122. Kennedy's assessment of the Chiefs as a body was considerably less favorable.

⁴⁹ Taylor, *Swords and Plowshares*, p. 269.

⁵⁰ Taylor, *Uncertain Trumpet*, pp. 175–176.

⁵¹ Hrgs, *Nomination of GEN Maxwell D. Taylor and GEN Earle G. Wheeler*, S. Com on Armed Services, 87th Cong, 2d sess, 9 Aug 62, pp. 1–21.

⁵² Taylor, *Swords and Plowshares*, p. 252.

⁵³ Ibid. The number of JCS splits rose from 13 during 1962 to 42 in 1963. See "JCS Decision Statistics, 1958–1982," prepared by Action Management Div., JCS Secretariat.

⁵⁴ Taylor, *Swords and Plowshares*, pp. 20, 304.

⁵⁵ Interview, GEN Earle G. Wheeler with Dorothy P. McSweeney, 21 Aug 69, Lyndon B. Johnson Library.

⁵⁶ Ibid.

⁵⁷ Ibid. PL 90-342, 15 Jun 68. As provided in the National Security Act Amendments of 1949, the Chairman served "for a term of two years and shall be eligible for one reappointment... except in time of war hereafter declared by the Congress when there shall be no limitation on the number of reappointments."

⁵⁸ Interview, GEN Harold K. Johnson, USA (Ret.), former CSA, by Walter Poole, JCS Hist. Div., 21 Mar 79. The number of JCS splits fell from 40 during 1965 to 7 in 1966 and remained in the one-figure range thereafter. See "JCS Decision Statistics, 1958–1982," prepared by Action Management Div., JCS Secretariat.

⁵⁹ Hrgs, *Nomination of Admiral Thomas H. Moorer, USN, to Be Chairman, Joint Chiefs of Staff*, S. Com on Armed Services, 91st Cong, 2d sess, 5 Jun 70, p. 30.

⁶⁰ PL 91-19, 28 May 69.

⁶¹ Ltr, Wheeler to Johnson, summer 1970, shown to Walter Poole during Johnson Interview, 21 Mar 79.

⁶² Henry A. Kissinger, *White House Years* (1979), p. 36.

⁶³ Hrgs, *Nomination of Admiral Thomas H. Moorer, USN, to Be Chairman, Joint Chiefs of Staff*, S. Com on Armed Services, 91st Cong, 2d sess, 4–5 Jun 70, p. 30.

⁶⁴ Richard Nixon, *The Memoirs of Richard Nixon* (1978), pp. 498, 500, 734, and 939. Kissinger, *White House Years*, pp. 998, 1003, 1098, and 1179–1180. Henry A. Kissinger, *Years of Upheaval* (1982), pp. 458, 514, 534–535, 544, and 586. Hrgs, *Joint Chiefs of Staff Current Defense Decisionmaking Process*, Subcmte on Investigations, H. Com on Armed Services, 85th Cong, 2d sess, 12 Oct 78 (unpublished), pp. 28, 68.

⁶⁵ *NY Times*, 14 Nov 74, p. 1; 15 Nov 74, p. 21.

⁶⁶ *U.S. News and World Report*, 1 Nov 76, pp. 62–64.

⁶⁷ Hrgs, *Nominations of David C. Jones, Thomas B. Hayward, and Lew Allen, Jr.*, S. Com on Armed Services, 95th Cong, 2d sess, 18 and 22 May 78, pp. 5–6, 36.

⁶⁸ *Washington Star*, 4 Jun 80, p. 1. Statement released by GEN Jones, 4 Jun 80, JCS Hist. Div. Files.

⁶⁹ Hrgs, *Nomination of David C. Jones*, S. Com on Armed Services, 95th Cong, 2d sess, 16 Jun 80.

⁷⁰ David C. Jones, “Why the Joint Chiefs of Staff Must Change,” *Directors and Boards*, Feb. 82. (The article also appeared in *Armed Forces Journal International* 119, Mar 83, pp. 62–68, 72.) Hrgs, *Reorganization Proposals for the Joint Chiefs of Staff*, Investigations Subcmte, H. Com on Armed Services, 97th Cong, 2d sess, 21 Apr–5 Aug 82, pp. 46–60.

⁷¹ Hrgs, *Reorganization Proposals for the Joint Chiefs of Staff*, Investigations Subcmte, H. Com on Armed Services, 97th Cong, 2d sess, 21 Apr–5 Aug 82. *Cong. Record*, vol. 128, 16 Aug 82 (daily ed.), p. H5953.

⁷² *Ibid.*, pp. 955–958. Ltr, SecDef to Pres, “Hearings on JCS Reorganization,” 19 Jul 82, JCS Hist. Div. Files.

⁷³ *Cong. Record*, vol. 129, 17 Oct 83 (daily ed.), pp. H8223–H8231.

⁷⁴ *Cong. Record*, vol. 130, 27 Sept 84 (daily ed.), p. S12120.

⁷⁵ PL 98-525, 19 Oct 84.

⁷⁶ Heritage Foundation, *Mandate for Leadership II* (1984), pp. 431–448. Ctr for Strategic and International Studies, *Toward a More Effective Defense* (1985), pp. 11–22.

⁷⁷ Hrgs, *Reorganization Proposals for the Joint Chiefs of Staff—1985*, Investigations Subcmte, H. Com on Armed Services, 99th Cong, 1st sess, 1985.

⁷⁸ Presidential Announcement, 17 Jun 85, in *Public Papers of the Presidents: Ronald Reagan, 1985* (1988), pp. 775–776.

⁷⁹ *Defense Organization: The Need for Change*, Staff Rpt 99-86, S. Com on Armed Services, 99th Cong, 1st sess, 16 Oct 85.

⁸⁰ *Cong. Record*, vol. 131, 20 Nov 85 (daily ed.), pp. H10389–H10434.

⁸¹ Hrgs, *Reorganization of the Department of Defense*, S. Com on Armed Services, 99th Cong, 1st sess, 1985, pp. 691–699. Hrgs, *Reorganization of the Department of Defense*, Investigations Subcmte, H. Com on Armed Services, 99th Cong, 2d sess, 1986, pp. 317–361.

⁸² President’s Blue Ribbon Commission on Defense Management, “An Interim Report to the President,” 26 Feb 86.

⁸³ Admiral William J. Crowe, Jr., *The Line of Fire* (1993), pp. 154–156.

⁸⁴ NSDD 219, 1 Apr 86. Unclassified version released by White House Press Office on 2 Apr 86.

⁸⁵ *Cong. Record*, vol. 132, 16 Sep 86 (daily ed.), pp. S12651–S12661, D111; 17 Sep 86 (daily ed.), pp. H7005–H7008, D1124.

⁸⁶ Goldwater-Nichols Department of Defense Reorganization Act of 1986, PL 99-433, 1 Oct 86. For the text of the portion of the Act relating to the Chairman, see Appendix 2.

⁸⁷ Crowe, *The Line of Fire*, pp. 160–161; Interview, CAPT Jay Coupe, USN (Ret.), former Asst to CJCS for Public Affairs, by Willard Webb and Ronald Cole, JCS Hist. Div., 10 Nov 88.

⁸⁸ See Lorna Jaffe, *The Development of the Base Force, 1989-1992* (1993). Ronald Cole, et al, *The History of the Unified Command Plan, 1946-1993* (1995), pp. 113-116.

⁸⁹ Interview, Gen Robert T. Herres, VCJCS, by Willard Webb, Walter Poole, and Lorna Jaffe, JCS Hist. Div., 13 Feb 90. CM-424-86 to DJS, 6 Nov 86. CM-660-87 to SecDef, 6 Apr 87. Memo, SecDef to CJCS, "Duties of the Vice Chairman, Joint Chiefs of Staff," 15 Apr 87.

⁹⁰ Interview, ADM David E. Jeremiah, former VCJCS, by Lorna Jaffe, Joint History Office, 8 Jun 94.

⁹¹ Ltr, CJCS to Hon. Ike Skelton, 13 Jun 92, papers of GEN Colin L. Powell, National Defense University, Ft. McNair, Washington, DC.